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UNITED NATIONS DEVELOPMENT PROGRAMME

DP/PROJECTS/7515

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APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF CAMEROON

IPF: (1992-96) $15 137 000

(CMR/93/601) - (CMR/93/001) - Renforcement de la Capacité de Gestion de la Fonction Publique

Date of approval by the AC:[1/]	29 September 1993
Expected duration:	Three years
Proposed executing agency:	Government
Government implementing agency:	Ministry of Civil Service and Administrative Reform
Proposed UNDP contribution:	$ 125 000 Source of funds: IPF
Third-party cost sharing:	$ 850 000
Total UNDP budget:	$ 975 000

Project background

The Government of Cameroon relies on the (US) $150 million Structural Adjustment Programme (SAP) it signed with the World Bank in July 1989 as the primary framework of a National Programme of systemic changes which encompasses the following five components: (1) Public Investment Programming; (2) Reform of National Statistical System; (3) Management of National Debts; (4) Privatization of Public Sector Enterprises; and (5) Reforms of Public Administration and Civil Service. This National Programme was designed to help reversing the substantial decline of national GDP, and stabilizing the public finance both of which reached the crisis point since mid-1980s. A Technical Assistance component entitled "Prêt d'Appui à la Gestion Economique" (PAGE) was also set up to coordinate and provide the technical support to the implementation of the Programme.

PAGE spent nearly (US) $4 million out of its total budget of (US) $14,5 million, to subcontract some 20 diagnostic studies and to engage in national debate on issues encompassing the reforms of the Public Administration and Civil Service. These include the review of the Government missions, that of the functional structure and staffing (Plans d'Organisation et d'Effectif or POE) of 9 pilot ministries, and the critical assessment of the statutory rules,and the policy framework which establish the management policy, procedures and practices in all budgetary, financial, administrative and human resources development functions within the public sector administrations.

So far, the implementation of the Public Administration and Civil Service component of SAP has lead to a 35 percent decrease of Government expenditures between the fiscal years of 1985/86 and 1990/91. This is the direct result of a number of high impact policy decisions taken, including the reduction of diplomatic representation, freeze of recruitment and in-service promotion/advancement, 30 percent across the board salary reduction, abolishment of non-wage benefits such as housing and transport subsidies, etc.. However, true reforms of legal, policy and structural nature which are recommended by the PAGE studies have not yet been implemented. The Ministry of Civil Service and Administrative Reform (MINFOPRA) is the established body which is entrusted with these tasks. The Government of Cameroon has now requested that UNDP and its specialized Management Development Programme (MDP) provide the assistance to build up the capacity of this ministry to implement the reforms measures identified by PAGE and to impart a culture of accountability and transparency in the human resources management in public administration.

[1/] **This Fact Sheet reflects the status of the project/revision at the time it was approved by the Action Committee; modifications to the project/revision may have occurred subsequently.**

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Description of project

The development objective of the project is twofold: (i) to arrive at a leaner and more efficient Government set-up; and (ii) to shift from power minded management concerns to that of efficiency and transparency. There are three clusters of immediate objectives, namely:

(1) Institutional support to MINFOPRA: to strengthen and to rationalize the internal capacities of MINFOPRA. This will aim at redefining the missions of each of the ministry's functional units and regional offices, restructuring its institutional set-up, redeploying its staff, preparing the job descriptions of all staff positions or groups of positions, producing the manuals on work procedures and establishing its Management Information System (MIS). The lessons learned in the course of this exercise will be applied to at least one other ministry.

(2) Human resources development in Public Administration: to redefine the legal framework and the policy instruments for effective management and development of the human resources in Public Administration. This will encompass equitable gender promotion, formal and informal training systems, legal statutes of civil servants, career development and personnel management system, wages and non-wage benefits policies, pension schemes and post-retirement benefits, etc..

(3) Accountability and ethical issues: to ensure effective accountability, and transparency of rules and conduct in the management of the Public Administration personnel. This will include the creation of a reliable and free information bulletin, the promotion of national talents and capacities in administrative science, the establishment of a centre where legislative and regulatory texts and documents related to Public Administration can be made readily accessible to the public, and a programme to entertain exchange of experience and knowledge with foreign sources, etc..

Inputs

UNDP will provide 27 work-months of international advisory and consulting services, 96 work-months of national experts and consultants in public administration, human resources development and information management, and two office support staff members; study tours of senior policy planners and decision makers, training abroad of a few higher level professionals, and in-country training of civil servants from other various parts of the Government administrations; office automation equipment (micro-computers, fax and photo-copying machines); and miscellaneous costs.

Financial data

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Personnel	703 100
Training	140 000
Equipment	112 500
Miscellaneous	19 400
Total	975 000

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